



CASE STUDY

SOUTHERN CALIFORNIA  
EDISON SIGNIFICANTLY  
REDUCES OSHA RECORDABLES



SOUTHERN CALIFORNIA  
**EDISON**<sup>®</sup>

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## SOUTHERN CALIFORNIA EDISON

**An Edison International (NYSE:EIX) company, Southern California Edison is one of the nation's largest electric utilities, serving a population of nearly 14 million via 4.9 million customer accounts in a 50,000-square-mile service area within central, coastal and southern California.**

Based in Rosemead, Calif., the utility has been providing electric service in the region for 125 years. SCE's service territory includes about 430 cities and communities, encompassing residential and commercial customers. As of Dec. 31, 2010, SCE had consolidated assets of \$35.9 billion. SCE is regulated by the California Public Utilities Commission and the Federal Energy Regulatory Commission.

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### The Problem

Intent on making sure every employee goes home safe to his/her family despite an inherently dangerous business, Southern California Edison Operations Support Organizational Unit recognized an opportunity to reduce OSHA recordable injuries and risk by solving and preventing recurrence of injuries, and improving the safety culture. When OSHA recordables jumped by nearly 30 percent from 2009 to 2010, SCE conducted a series of internal focus group sessions to identify the reasons.

**Feedback indicated that:**

- The incident investigation processes being used were not consistently identifying the true source of the problems
- Solutions were typically applied only to each injury, missing opportunities to implement in other places where similar injuries might occur
- Employees were not completely absorbing lessons learned, or best practices to prevent injuries in the future

# OSHA RECORDABLES DECREASED BY NEARLY **44%** FROM **2010** TO **2011**

## Action

Southern California Edison Operations Support executives committed to forming a group dedicated to root cause and process quality, sending a signal of its importance to employees. The group aims to support the goals of – and partner closely with – the safety department. The newly appointed group leader called in the Sologic team (formerly Apollo Associated Services) to provide counsel on building the root cause analysis (RCA) program, to begin conducting RCAs as the department was being staffed, and to provide RCA training to new team members.

The SCE team learned from RCAs conducted by the Sologic team, developed procedures and templates, and began carefully tracking metrics. The team also determined that the corporation's strong commitment to staffing the team would enable it to rank OSHA recordables as top priority, but also to analyze significant compliance issues, safety close calls, and process failures.

## Solutions

### **The Operations Support Process Quality team now drives:**

- Creation of, or changes to, procedures to avoid safety incidents and injuries
- Development of job hazard analyses where appropriate
- Consistent and clear communication to employees
- Thorough training in the new procedures

The team captures detailed data about RCAs, enabling thorough measurement, benchmarking and reporting.

### **Data the team tracks include:**

- An RCA log capturing more than a dozen key milestones in the life of a single RCA, and the dates they are reached
- Number of RCAs originated, by department
- Process quality metrics by month, such as the number of root cause analysis reports completed, and the number of corrective action plans approved
- The quality of proposed solutions based on the percent of corrective action line items accepted versus not accepted
- The time taken to complete approved corrective actions, by department
- The most prominent incident types and cause categories system-wide
- The “cost” of each RCA, measured by the number of hours spent by the RCA project manager from inception to final report issuance
- The “quality” of each RCA, measured by prevention of recurrence after implementation of corrective action plan
- The “cycle” or turnaround time measured by the number of days from initiation of request to approval of corrective action implementation plan

## Benefits

### **This program contributed to the following results:**

- OSHA recordables decreased by nearly 44 percent from 2010 to 2011.
- Notices of violation decreased from 11 during the first half of 2011 to just 1 in the second half.
- The safety culture has improved dramatically – employees willingly and proactively support and encourage safety.
- The active presence of the Operations Support Process Quality group motivated employees to avoid safety issues by paying more attention to safety on the job.
- The team's thorough data collection enables it to provide detailed reports and effectively answer any questions.
- By developing a thorough yet simple process – and staying true to it – SCE Operations Support was able to clearly understand status, results and progress toward their goals, significantly reduce incidents and violations in a short timeframe, and benchmark compared to similar organizations.

Benchmarking its resolution and prevention program against other similar organizations, Operations Support has found that its prevention of recurrence is on par, its compliance time much faster, and its costs much lower.



For more information on Sologic's industry-leading RCA training , software, and investigation services

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